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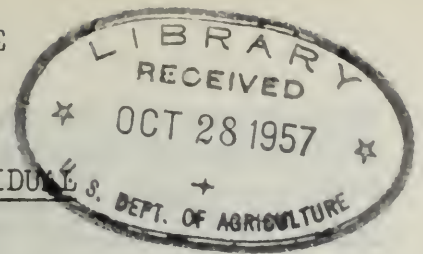
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UNITED STATES DEPARTMENT OF AGRICULTURE
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EIGHTEEN QUOTATIONS THAT REFER TO THE INDIVIDUAL
FARM AND HOME APPROACH

These excerpts are a partial list of background material indicating the need for looking at the farm - and the farm and home - as a whole. No attempt is made to include all significant quotations; those listed are for the 10-year period 1944-54 and are mostly from U.S.D.A. and Land-Grant College sources.

This material was originally brought together early in 1954 for use by members of the Western Farm Management Extension Committee. They found it helpful background in discussing their particular contribution to the farm and home planning approach.

These quotations show that both research and extension workers have for some years been concerned with the farmer's problem of "tying things together." They show, too, that a planning approach by farm families is a most logical, natural development of modern times. Farm families themselves have, of course, given a lot of thought and effort to this. Statements by them and from county agents and others working directly with farm people would be interesting and valuable supplement to these excerpts.

The "Blue Book" - 1953

The problems of modern farming, more and more, are demanding solutions that are both increasingly complicated and specific to individual farms. Thus, the entire U.S.D.A. - Land-Grant College system must become better organized and more adequately equipped to serve the individual farmer.

In this setting, the extension program is of strategic importance. An adequate extension program must bring the full resources of the entire system to bear on the problems of farming where they originate - on each individual farm. Mass education approaches alone cannot do this adequately.

The spearhead of an enlarged extension program should be an expanding farm advisory service in each county that will work directly with farm people, helping them to take research findings and fit them together so that they will work profitably on a particular farm.

Through direct contacts, this advisory staff would become the channel for bringing to farm people technical and economic information needed to develop sound long-range plans for their farms. It would likewise provide the continuing guidance the individual farmer needs (1) to profitably adopt new production methods as they become available, and (2) to make such changes in his production program as may be desirable to meet changing market conditions.

But the extension program can be no better than the research that supports it. First a vigorous program of applied research - closely integrated with extension - should be provided to bridge the gap between the highly technical and the practical considerations involved in adapting those results to individual farms. Applied research should answer two questions: Will it work? and Will it pay?

Strengthening this important work involves developing fully the "problem approach" to applied research, and drawing on "teams" of specialists to solve those problems.

Prepared by Virgil Gilman, Extension Economist, Division of Agricultural Economics Programs.

It must provide the information needed for developing farming systems and production practices which are adapted to the different soils and farming areas in each State. --- From "Strengthening American Agriculture Through Research and Education," Office of the Secretary, U.S.D.A., Aug. 1953.

Secretary Benson to the Land-Grant College Association - 1953

In modern agriculture there is a real place for what might be called the general practitioner who knows how to develop a cropping system suited to the capability of the particular farm, or to develop a livestock program suited to the market and balanced with the supply of feed and labor. There is also a place for the specialist and for teams of specialists with technical know-how on soil conservation, good farm management, and wise farm practices.

We know that such teams of specialists can build a balanced plan for an individual farm. We see today, especially in the drought areas, the value of such planning. We know that certain principles are involved in balanced farming and that these principles can be taught by extension people and learned by farmers - so that farmers themselves can go a long way in developing a balanced farm plan, or modifying a plan which they already have.

We need adjustments of this sort to bring about an improved pattern of land use. We can hasten production shifts to meet changes in demand. Voluntary adjustments, undertaken by farmers with the guidance of competent extension workers, will lessen the need for production controls. The way to preserve a free agriculture is to encourage the intelligent use of freedom on the part of the farm operator.

Effective work in farm planning and balanced farming is difficult and costly. It requires breaking across departmental boundaries. It requires the development of new techniques. But it can shorten the time period that elapses between the discovery of new knowledge and the application of that knowledge in the field. Each farm that is helped to make needed adjustments becomes a demonstration for all the farms in the neighborhood. I challenge you to give balanced farming larger emphasis. --- From Secretary of Agriculture Ezra Benson, "Our Mutual Responsibility," address at the Annual Meeting of the Association of Land-Grant Colleges and Universities, Nov. 1953.

Secretary Benson to National Association of County Agents - 1953

Obviously our agriculture will have to produce still more per acre, per animal, and per man-hour. We will need still greater efficiency in production and marketing to break the cost-price squeeze. We will need programs geared to more realistic production. Thus the basic long-range needs of American agriculture are to produce more efficiently, to reduce costs, to improve quality, and to expand markets. The sound approach to meeting these needs is through research and education, and through conservation and soil building.

Extension workers, therefore, must help farmers not only to maintain, but to intensify, the use of research information and soil building techniques. ...

You can give the farmer all the technical information in the world about poultry or dairy or soil and other problems. And we must strive to do that; but if we stop there we have not gone far enough. The toughest job - the one with which the farmer needs the most help - is the job of fitting all the specialized things he can do into one over-all farm management pattern that will best suit his family and soil needs and that will be in line with national requirements and market demand.

We must work on an individual farm basis, with the whole farm - men, women, and youth together, and with all problems that affect that farm. We must work on production. We must work on marketing. We must work on soil conservation. We must work on what to put on acres taken out of surplus crops. We must work with specialists and specialized agencies. We must know something about the economic facts and issues beyond the farm that vitally affect the operation of that farm.

I should like to see county agents get back to leading farm people to set up more demonstrations on how to solve today's problems. Maybe they will be balanced farming, total farm and home management, model farms, or some other kind of broad demonstrations. Maybe they will cover the community, a marketing area, or in some other manner show the answer to some of today's complicated problems -- and do it as well as the cotton insect, hybrid corn, crop rotation, improved seed, and similar demonstrations of the past did their job.

Part of your job is to get research results translated into action. The time lag between the discovery, or the development, of research results and their application on the farms of the Nation has been, and is, too great. We must all work harder on this phase of the research-education pattern. Let us strive to develop the teamwork we need. Let us bring about a better system of two-way communication between research and extension; a system through which extension not only brings problems in for research to solve, but takes back with greater speed and effectiveness the solutions that research finds. --- From Secretary of Agriculture Ezra Benson, "The Heart of The Problem," address before the National Association of County Agricultural Agents, Oct. 1953.

C. M. Ferguson - 1953

Fundamentally the job of Extension is to speed up the application of research. We are proposing to do this, but by consolidating in a practical way all of the essential elements of research into one unified approach on each farm. We are proposing a program designed to put a sound economic base under every farm by reducing costs through increased efficiency, by the conservation and development of our agricultural resources through the improvement in quality of farm products to better meet consumer demand, and by expanding our educational program in the field of marketing and utilization. --- From C. M. Ferguson, Director of Extension Work, U.S.D.A., "Nationwide Developments in Extension," an address given at the annual meeting of the Association of Land-Grant Colleges and Universities, Nov. 1953.

Byron T. Shaw - 1953

Another insistent need is that of integrating our various research specialties for their more effective use on farms. Researchers in many specialized fields have combined their skills in producing the modern farm tractor. They did not offer the farmer the separate parts of the machine as research made them available - instead they were combined into an effective working tool for his use. Similarly workers in research and extension need to cooperate in packaging research results to fit the peculiar needs of farms of specific types, sizes, and physical conditions. The battle is only half won with the successful completion of the research project. There remains the task of getting the information into prompt and effective use. --- From Byron T. Shaw, Administrator, Agricultural Research Service, U.S.D.A., "Agricultural Production and Implications for the Future," address before the Mid-Century Conference on Resources for the Future, Dec. 1953.

North Central States Farm Management Extension Committee - 1953

It is the unit approach to the farm family's problems. It is a way of helping farm families determine how they should combine their various farm enterprises and incorporate modern technological practices into their businesses in order that they may obtain a larger income and more satisfaction from farm life. It involves applying in a coordinated manner a great amount of available technological and economic knowledge to farm problems. It applies Extension teaching and demonstration to the problems of the individual farm family. It is an addition to the work of the Extension Service. It is not a substitute for Extension's proven methods or established program.

Farming has been changing from an occupation that formerly required moderate amounts of capital, management, and investment in land to a business today which requires large amounts of capital, much technical and business management, and heavy investments in land. How to select and combine the various enterprises on the individual farm, what intensity to carry them, and how to inject modern technology into the business have become major problems. Some farmers are able through reading and attending meetings and demonstrations to solve these problems. Many other farmers, however, have been unable to combine the enterprises and to integrate the new technologies and programs economically in their businesses. To avoid this problem's being attacked piecemeal, it is necessary that an over-all educational program be initiated to meet this problem.

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Many farmers now find themselves lacking an understanding of business principles and managerial training to meet the very complex problems of modern farming. Many individual farmers are asking for help with the following questions: "How can my limited capital be stretched to cover a satisfactory volume of business?" "What combination of crops (crop rotation) and what kinds and amounts of livestock will make the most profitable use of my land? labor? capital? skills?" "What production practices best fit my system of farming?"

Obviously none of these questions can be answered without considering all of them. It is equally apparent that the circumstances and the answers are different for each individual. It is therefore necessary that decisions be based on a study of the farm unit as a whole. --- From Preliminary Draft of "A Proposed Extension Service Program in Better Farming for Better Living" A Unit Approach to the Farm Family's Problems. Prepared by North Central States Farm Management Extension Committee at the suggestion of the State Extension Directors, North Central States, Nov. 1953.

Farm Management Section of Western Directors' Conference - 1953

We believe that a better coordinated Extension program to focus and integrate complex technical and economic information for the individual farm, home and family will make our work more effective. It will help farm families to better help themselves. We believe that "Farm and Home Development," "Farm and Home Planning," "Balanced Farming," or whatever it is called, offers promise as a means of bringing about this coordination and should be tried. --- From Report of Farm Management Section, Western Extension Directors' Conference, July 1953.

Frank Peck - 1953

Most present-day economic farm units in commercial agriculture are of such financial magnitude as to represent substantial capital investments in land, equipment, and

livestock, and to require large cash operating resources. Important contributions of research, increasing technology, changing economic conditions, and significant variations in farm production are much more acute in their effects upon the farm business than they were before farmers had high fixed cash expenses and greatly increased capital investments. This means that risk and uncertainty play a more important part in the existing complex organization and operation of the commercial farm business than prevailed a few years ago.

Hence the choosing of alternative types of production and of farm and ranch operations represent fundamental problems of decision-making by every farm family. The process of logical analysis and consideration of the various factors that determine these decisions we commonly call farm business planning. Apparently some have been led to believe that here is a new responsibility of the Extension Service that represents a new demand for assisting farmers in their planning. Some have believed that planning represents a farm management responsibility solely for those who have specialized in this subject. On the contrary, it is clear that planning is not new and that it does represent an extension program rather than a farm management project, so designed as to meet the requirements of good farming. Obviously, farm management as a technical subject is concerned with the planning process because of its peculiar subject matter, but also a number of other subject matter disciplines are involved. --- From F. W. Peck, Director, Farm Foundation, "Extension's Responsibilities in Farm Business Planning," address before the Western States Extension Directors' Conference, July 1953.

The Agricultural Research Policy Committee - 1953

Science and technology have made American agriculture notably efficient among the nations of the world. Most of the advances have come in the last 75 years -- since the beginning of research by the Department and the State agricultural experiment stations.

* * *

The technological revolution brought sweeping changes to our farms. When good land was plentiful and cheap, ambition and elbow grease were the main requirements for success. Now a farmer must have machinery, fences, fertilizers and other chemicals, seed, feed, and other supplies that require a large outlay. It is increasingly necessary to watch the margin between costs and returns. Efficient operation is a prerequisite for staying in business.

* * *

Progress in farm productivity has been rapid, but it could be more rapid. Widespread use of new technological knowledge is an outstanding characteristic of American agriculture. Many forces help to make this possible. The focal point in translating research results into farm, home, and trade practices is the cooperative Extension Service maintained by the U. S. Department of Agriculture and the Land-Grant Colleges. --- From "Agricultural Research, a Key to Strengthening Our American Way of Life," a report on long-time objectives, by The Agricultural Research Policy Committee, U.S.D.A., Feb. 1953.

A. H. Moseman - 1953

In considering research advancements, we usually think of individual developments, the role of a new chemical, the introduction of a new variety or hybrid, or the modification of a cropping practice. In current research planning we are focusing

more and more attention on the interrelationships of improved practices. We have every reason to believe that our major gains in the future will come from properly combining several improvements or improved production practices. A striking example is the production of hybrid corn in the Southeastern States. Farmers have been getting phenomenal increases in yields as the result of the combination of properly adapted hybrids, higher plant populations per acre, and adequate nitrogen fertilizers.

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The effective development of the proper combination of practices involves the timing and the planning of our research. It will call for greater cooperation on the part of scientists in many fields to study several variables in evaluating the real potentials for crop production. --- From A. H. Moseman, Chief, Bureau of Plant Industry, Soils, and Agricultural Engineering, U.S.D.A., "The Time for Research," address before the National Association of Wheat Growers, Jan. 1953.

Carl Malone - 1950

When a farmer turns to the management problem, he starts with the question: Will it pay? He thinks of his farm business as a unit, not as a series of separate enterprises. He still thinks about how to produce good crops, care for his soil, keep livestock, and get the most out of his machinery. But in his over-all management plan, these things are considered with only one question in mind: What effect will they have on my income? --- From Carl Malone of Iowa State College in his book "How to Make Your Farm Pay," Iowa State College Press, 1950.

Robert M. Salter - 1948

Perhaps the greatest opportunity for the future lies in a new approach to crop research - that of combining improved technology to take advantage of interactions. So far this morning we have reviewed technological advances achieved through intensive specialization in science. Modern research must be specialized. At the same time we must combine the findings - integrate the new production practices and learn the results of their interactions.

* * *

We need to make a close examination of the farmer's management problems. He is operating one of the most complex of all business enterprises. The total operation is made up of scores of individual factors, each having a relationship to, and interaction on, all of the others. His problem of management is to fit the numerous individual production factors together in a way to maximize the return for his labor, land, and materials on a sustained basis. --- From Robert M. Salter, Chief, Bureau of Plant Industry, Soils and Agricultural Engineering, U.S.D.A., "New Horizons for Agriculture," address before the American Farm Bureau Federation, Dec. 1948.

Joint Committee Report on Extension Programs - 1948

The farmer, for instance, has a deep interest in what he is told by the extension specialist in agronomy, horticulture, animal husbandry, farm management, and others. He wants to profit from what he hears. But the more specialists there are to serve him, the more complicated becomes the job of fitting together their varied recommendations into a workable whole suited to his soil, his financial situation, his preferences and abilities, his family needs, his market outlets, and all other

significant factors having a bearing upon the most practical course for him to follow.

* * *

This situation is far from unrecognized within extension. In the years just prior to World War II a few State extension services began exploratory work to discover practical and feasible ways and means of conducting extension work in terms of total farm and home problems, rather than in terms of specialized projects. This approach was referred to as the family farm unit or balanced farming approach.

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Evidence already available clearly indicates that through this approach farmers are being induced to adopt improved practices at a much more rapid rate than before and, at the same time, are making much more rapid progress toward the adoption of well-rounded farm and home plans. Such evidence verifies the continuing need for a highly competent staff of specialists, but with the individual efforts of all integrated into a unified farm and home approach. --- From Joint Committee Report on Extension Programs, Policies and Goals. U.S. Department of Agriculture and Association of Land-Grant Colleges and Universities, Aug. 1948.

Charles E. Kellogg - 1947

It is the job of agricultural scientists to give farmers information in ways they can understand it and to help them use science in ways that will increase their confidence in their own ability. It is not one of doing the job of farming for the farmer. If he is to be a free and responsible citizen, he must make his own decisions. Our job is to help him prepare for those decisions, and definitely not one of making them for him or of reducing his responsibility. --- From Charles E. Kellogg, U. S. Department of Agriculture, paper "The Natural Sciences and Farm Planning," Journal of Farm Economics, Feb. 1947.

George W. Westcott - 1947

The answers to a large segment of farm and home management questions are basically dependent upon physical relations between inputs and outputs. Finally, however, these physical relations must be interpreted in terms of their social and economic implications. This calls for greater cooperation between the natural scientists, engineers, and social scientists in organizing our programs of research in such a manner that when the physical results are interpreted economically they will present complete ranges and arrays from which the farmer or homemaker can develop plans to fit his own resources. --- From George W. Westcott, Massachusetts State College, paper "Research Needed in Economics for Farm and Home Planning," Journal of Farm Economics, Feb. 1947.

M. L. Wilson - 1946

Extension programs in individual farm and home planning currently are among the most advanced developments with great possibilities for the future. When farm people begin thinking with their county agents in terms of their farm as a whole; when they begin planning integration of all practices and farm operations with the home and family living; then they have grown to a level which is very much higher than that of the days when extension work was in the pioneering stage. We operated then largely on a project basis. We helped folks wrestle first with this problem, then with another, and still another. One year we carried on a campaign to

increase alfalfa acreage; another year a campaign for cow testing. But most work was strictly on the project basis. It is but natural that farm people, who have always found the Extension Service ready to give scientific and technical help in solving individual problems, should now come to the Extension Service for help in the major problem of thinking through the organization and operation of a particular farm and home for 1, 2, and 3 years ahead.

... Our people are growing rapidly in the capacities and skills that go to make up efficient farm operation at high levels of production and under higher standards of farm living. People of this background will want a different type of service from that asked of Extension in its pioneering stage. We may expect a great deal of this newer service demand to be for individual farm and home planning. For this reason it is most desirable that each State extension service consider at least one preliminary pilot county in which to develop individual farm and home planning techniques adaptable to the State. --- From M. L. Wilson, Director of Cooperative Extension Work, U.S.D.A., "An Effective Extension Service for the Future," address before the Association of Land-Grant Colleges and Universities, Dec. 1946.

Committee on the Scope of Extension's
Educational Responsibility - 1946

Farm and home management problems will be numerous and more complicated in the years ahead. The process of balancing operations on the individual farm to meet changed consumer demand, domestic and foreign, will require the best of operational and financial planning on the part of the entire farm family. It will also involve the more efficient use of time and labor on the farm and in the home. To meet rural needs in the field of farm and home management will require extension to place relatively greater emphasis and to expend additional effort on this phase of educational work. The program needs to be intensified and broadened and new methods need to be found to include many families not now being reached. --- From Report of Committee on the "Scope of Extension's Educational Responsibility," (The "Kepner Committee" report), Extension Service, U.S.D.A., Jan. 1946.

Committee on Postwar Agricultural Policy - 1944

Soil conservation is not a thing apart, but rather must be considered in relation to the great variety of farm operations and practices which make for efficient production. Moreover, it must be related to the economic and social factors affecting land use; for example, the indirect causes of soil exploitation include insecurity of tenure, farming of submarginal land, overindebtedness, fluctuation in farm income, and lack of knowledge. Efforts to promote conservation without alleviating these basic causes of land exploitation may be largely wasted.

Since the direct remedies hinge on better land use and soil management practices, a very high proportion of the needed action must come from farmers on their own soil.

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Since education is the primary conservation measure, provision need be made for a more adequate educational program, especially by providing additional personnel to help the Extension Service expand conservation work on the county level. --- From "Postwar Agricultural Policy." Report of the Committee on Postwar Agricultural Policy of the Association of Land-Grant Colleges and Universities, Oct. 1944.

